

Appendix 10.6. Communitywide Implementation Strategy



Appendix 10.6

Implementation Strategy

Overview

The Thurston Climate Mitigation Plan includes a communitywide implementation strategy for each of the four partner jurisdictions (Thurston County, Lacey, Olympia, and Tumwater) that identifies actions and next steps needed to achieve the 2030 and 2050 greenhouse gas emission reduction targets. This implementation strategy draws from the list of communitywide actions assessed as part of the scenario analysis completed in May 2020.

Implementation Approaches

Staff from the four partner jurisdictions grouped actions into four general approaches:

Approach Options

- **Legislative agenda:** actions that would require action by the state legislature to create additional authority or make other changes to state law before action can occur at the local level, and actions that are best addressed at a state level, rather than local.
- **Regional coordination:** actions that build on existing regional programs or would benefit from taking a shared approach.
- **Individual jurisdictions:** actions that can be addressed by individual jurisdictions, through various work programs and departments.
- **Supporting partner:** actions best led by a different entity in the community, rather than a local government

Tasks

The strategy identifies overarching tasks tied to each approach.

Associated Actions

The strategy identifies actions assessed and prioritized as part of the multicriteria analysis that should be considered during implementation of the task.

Timeframe

The timeframe identifies the estimated span of time it will take for the action to be completed or substantially underway. It may also identify sequential actions that can't be started until other foundational work is complete.

Timeframe Options

- Ongoing
- Short term: 0-5 years
- Mid-term: 5-10 years
- Long term: 10+ years

Primary Mechanism

Primary mechanism identifies the type of activity needed to implement the action.

Thurston Climate Mitigation Plan
Implementation Strategy – Appendix 10.6

Primary Mechanism Options

- Existing program
- New program
- Regulatory/code change
- Capital improvement
- Support of a third-party partner

Partners

The strategy identifies other potential partners or stakeholders who should be included in implementation of the action.

Potential Funding Source

The strategy identifies potential funding sources.

Funding Source Options

- Federal
- State
- Local
- Existing funds
- Grant
- Other

Cost Estimates

The consultant team developed rough estimates of potential direct costs to the four partner jurisdictions to complete an action or get it substantially underway (ex. staff or other resources). These cost estimates are offered to show scale and relative magnitude of the costs involved with different actions, and are not exact. The estimates do not include broader costs to other potential partners.

Cost Estimate Options

- Low (L): \$0-\$100,000
- Medium (M): \$100,000-\$1,000,000
- High (H): \$1,000,000+

Attachments:

- Communitywide implementation strategy

Tasks	Associated Actions			Implementation Details						
Approach	Action #	Action Short Name	Action Description	Primary Mechanism	Partners	Timeframe	Potential Funding Source	Total Cost Estimate	Total Cost Rationale	
Legislative Agenda: Work together to advocate for changes to state law that advance climate mitigation priorities										
A	G5.5	legislative agenda	Prioritize combating climate change in the municipality’s legislative agenda each year. Instruct municipal lobbyist to track and report on climate bills, and to advocate for those bills that will help reduce local emissions. Work with other cities to add this to the AWC priorities.	Existing program	State, Thurston County, Lacey, Olympia, Tumwater	Short term (0-5 years)	Local	L	Can leverage ongoing partnerships.	
	Establish additional financial incentives for property owners to invest in energy efficiency upgrades, such as authority to provide local tax credits or exemptions.									
	B1.4	rental housing EE incentives	Provide property tax breaks for landlords who install energy conservation measures in rental housing.	New program	landlords, property managers, renters	Short term (0-5 years)	Local	L	Initial cost is low, but may result in less local tax revenue in the long-term.	
B	B1.5	property tax credit	Create a property tax credit for property owners who participate in energy efficiency.	New program	homeowner associations, property managers, landlords, renters, property owners	Short term (0-5 years)	Local	L	Cost is low, but may result in less local tax revenue in the long-term.	
	Establish additional authority to ensure standard building energy efficiency information is provided to prospective tenants and consumers during real estate transactions, at times of sale, lease, or rent.									
	B4.6	EE tax exemptions	Create a local property tax reduction or credit for new buildings that meet an energy efficiency performance standard.	Regulatory/code change	Development Community	Short term (0-5 years)	Local	M	Will take resources to determine standard and how to measure/enforce. May result in less local tax revenue in the long-term.	
	B1.1	residential energy performance ratings	Require energy performance ratings and disclosures for homes at time of sale, lease, or rent so that owners, tenants, and prospective buyers are informed before making purchasing or rental decisions.	Regulatory/code change	home inspectors, realtors, lending institutions, building code council, state legislators, landlords	Short term (0-5 years)	State, Existing funds	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.	
	B1.2	residential energy audits	Develop and adopt policies that require residential properties to undertake an energy audit at the time of sale or during a substantial remodel. Work with financial institutions to develop mortgage products that incorporate audited energy efficiency recommendations.	Regulatory/code change	remodeling professionals, PSE, energy auditors, real estate professionals	Short term (0-5 years)	State, Local	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.	

B1.6	rental housing EE baseline	Pass an ordinance to require rental units to meet baseline levels of energy efficiency and make more stringent over time.	Regulatory/code change	landlords, property managers, renters, ESCos	Mid term (5-10 years)	State, Local	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.
B2.1	commercial energy benchmarking & disclosure	Require energy performance ratings for commercial structures be disclosed so that owners, tenants, and prospective buyers are informed before making purchasing or rental decisions.	Regulatory/code change	Property Owners and Managers, real estate professionals, landlords, renters	Mid term (5-10 years)	State, Local	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.
C Build on changes in the state building and energy code to support an even faster shift toward greater efficiency and electric appliances in new construction.								
B2.8	performance standard	Set energy efficiency performance standards for commercial buildings with gross floor areas smaller than 50,000 square feet.	Regulatory/code change	Property Owners and Managers, ESCos	Mid term (5-10 years)	State, Local	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.
B4.11	grid-connected appliances	Require smart appliances in new construction, especially water heaters that control timing of demand.	Regulatory/code change	Development Community, WABO	Short term (0-5 years)	Local	L	Upfront costs for policy development. Ongoing costs for monitoring, enforcement, and support. Cost of appliances would fall on property owner.
B4.12	multifamily submetering	Require submetering for new multifamily buildings so residents can track energy use.	Regulatory/code change	Property Owners and Managers	Short term (0-5 years)	Local	L	Upfront costs for policy development. Ongoing costs for monitoring, enforcement, and support. Cost of submetering would fall on property owner.
B6.2	electric appliances in new construction	Update municipal code to require electric appliances in new construction.	Regulatory/code change	Development Community	Mid term (5-10 years)	Local	L	Straightforward policy adjustment.
B6.4	natural gas ban	Ban all new natural gas connections in new buildings.	Regulatory/code change	Development Community/WABO	Mid term (5-10 years)	Local	M	Will take time to do stakeholder outreach (contraversial issue) and develop policy that everyone can agree on (e.g., identifying exemptions).

	G5.2	solar-ready building code	Add as a high priority to municipality's legislative agenda - State-level amendments to State building code requiring solar-ready construction. Work with other cities to add this to the Association of Washington Cities (AWC) priorities.	Existing program	State, Thurston County, Lacey, Olympia, Tumwater, TCAT	Short term (0-5 years)	Local	L	Build on B5.8
Regionally Coordinated: Work together to develop regional approaches to climate mitigation activities.									
A	Buildings & permitting: Develop standard approaches to incentivize and track green building practices across the region.								
	B3.5	green building tracking	Develop data methodology to monitor use and impacts of green building incentives, to inform future incentives and develop recommendations for policy or programs.	New program	public and private organizations	Mid term (5-10 years)	State, Local, Grants	L	Could scale depending on how in depth the assessment would be. Assume this would start rudimentary.
	B4.5	permitting incentives	Offer streamlined permitting, lower fees, or other incentives for projects that meet green building certification standards.	Existing program	development community, OMB, builders	Short term (0-5 years)	Existing Funds	L	Will need resources to develop the program structure, but certification standards are already in existence so that should lower program development costs.
	B4.7	land use incentives	Provide land use incentives (floor area ratio, density bonus, height bonus, parking reductions) for zero-net carbon buildings or other applications that dramatically increase energy efficiency.	Regulatory/code change	Development Community	Short term (0-5 years)	Local, Existing funds	L	Program development will require initial costs. Ongoing costs should be incorporated into standard permitting/review processes. Likely low participation in the short-term due to stringent criteria.
B	Buildings & permitting: Develop standard approaches to consider climate impacts in permitting decisions.								
	T1.11	land use efficiency	Set integrated goals to consider network efficiency in land use decisions, including how density in certain areas supports transit, increases efficiency of utility service, and other support facilities. Consider VMT in identifying locations for large employment facilities.	New program	Development Community, EDC, Large employers	Short term (0-5 years)	Local, State, Existing funds	M	Will require some time for research and coordination with large employers.
	G4.6	social cost of carbon	Develop and adopt policies that require the use of a "social cost of carbon measure" in zoning, development, construction, and transportation decisions.	New program	State, Thurston County, Thurston County Health, Lacey, Olympia, Tumwater, TCAT	Mid term (5-10 years)	Local, Grant	L	City of Seattle has a model for this to build from.
C	Buildings & permitting: Develop model regional standards or codes for priority climate actions								

	B4.4	green municipal buildings	Require that new local government facilities (e.g., the new Olympia City Hall and LOTT building) demonstrate green building technologies and practices.	Capital improvement	State, development community, St. Martins Engineering Students	Short term (0-5 years)	Other, Grant	M	Requirement will be low cost, but implementing improvements will cost more.
	T3.1	EV parking new construction	Require large commercial and residential buildings to dedicate a percentage of parking spots for electric vehicle charging.	Regulatory/code change	Development Community, PSE	Short term (0-5 years)	Local	L	Straightforward policy adjustment. May require some time to determine appropriate percentage.
	T3.5	EV ready building code	Require all new residential construction be built EV ready. Create a simple and consistent residential charging station permitting process to reduce costs and time to development.	Regulatory/code change	Development Community	Short term (0-5 years)	Local	L	Straightforward - have other jurisdiction templates available for this.
D	Transportation planning: Support, and in some cases expand, existing programs, and consider and address climate mitigation goals, targets, and actions in regional transportation projects.								
	T4.10	rider education/benefits	Maintain and expand a regional online page that lists all the mode shift education efforts and employer benefits opportunities (Thurston Here-To-There). Include a comments section for suggestions to further transit education and ridership.	Existing program	Employers State agencies, Large employers, Development Community, TRPC, Intercity Transit	Ongoing	Grant, Existing funds	L	
	T4.15	promote transit benefits	Work with employers and transit agencies to develop ways to incentivize employee ridership (e.g., rebates for employees who give up use of employer parking facilities).	Existing program	Development Community, TRPC, Intercity Transit	Ongoing	State	L	Assume incentive funding covered by employer, state, etc.
	T5.1	walk/bike infrastructure barriers to transportation alternatives	Coordinate cities of Thurston Counties Master Bicycle and Pedestrian plans into a large regional plan to expand walking and biking infrastructure, including separated and protected opportunities. Coordinate efforts to maximize funding mechanisms and opportunities. Develop a regional inventory to identify gaps in connectivity for safe cycling and walking. Then develop a strategy to prioritize projects and a plan for funding.	Existing program	TRPC, WSDOT	Short term (0-5 years)	Local, Federal	M	Broader planning effort would require extensive public/stakeholder engagement and coordination.
E	T5.2	transportation alternatives		Existing program	TRPC	Ongoing	Local	M	
E	Transportation planning: Prioritize funding for transportation projects that advance climate mitigation priorities								

	T2.2	congestion mitigation	Develop congestion mitigation programs to increase transportation efficiency, reduce delay, and reduce emissions such as signalization coordination improvements along with application of speed harmonization techniques (ex. reevaluate speed limits, roundabouts vs signalized intersection, street connectivity). Added benefits are decrease idling time (pollution) and improve fuel efficiency (cost savings to driver).	Existing program	Development Community, Employers, WDOT	Ongoing	Local, Federal	M	Large-scale study covering large land areas. Assume includes implementation of recommended congestion mitigation program.
	T4.3	rural transit	Identify and implement first/last mile solutions for rural ridership (engage rural home owners associations for representation and feedback). Present this plan to TRPC with direction to explore pilot programs and secure funding sources.	New program	TRPC, intercity Transit	Long term (10+ years)	Other	L	Cost will depend on identified solution.
	T5.13	telecommuting infrastructure	Develop grants and provide financial resources for installation of infrastructure necessary to support telecommuting.	New program	Telecommunications	Long term (10+ years)	State, Grant	M	Depends on extent of financial resources and ability to identify other funders.
F	Food waste: Support and expand Thurston County's waste less food program								
	W4.10	waste less food program	Expand Thurston County's "Waste Less Food" program.	Existing program	Waste services, Thurston County Food Bank, Public Works Waste ReSources	Short term (0-5 years)	Other	L	Depends on extent of expansion.
G	Carbon sequestration: Develop a regional program to track and certify carbon sequestration, including through afforestation and regenerative agriculture.								
	A5.1	reforestation & afforestation program	Develop a coordinated reforestation/afforestation program. Begin by identifying priority areas where reforestation and afforestation may have carbon reduction benefits.	New program	WDNR, WDFW, TCD (Forest RCPP), Land Trusts, Conservation organizations	Mid term (5-10 years)	Other, Local	H	Not many other local government models to build from here - will likely take time to develop program and conduct study.
H	Monitoring and assessment: Monitor and regularly report on the region's progress on climate action.								
	G4.1	emissions inventory	Prepare and publish an annual emissions inventory that tracks greenhouse gas emissions by jurisdiction and source category. Review and update emissions inventory methodology as necessary to address improvements to data or methodologies, improve consistency, incorporate changes to state or federal policies, or report on issues of local interest.	Existing program	Thurston County, Lacey, Olympia, Tumwater, TCAT	Ongoing	Local	M	While individual inventories are less expensive (\$20-\$50k), conducting them annually will add up over time.
	G4.2	performance measures	Develop community GHG reduction goals and performance measures. Regularly update and publicize for community to track their progress.	Existing program	Thurston County, Lacey, Olympia, Tumwater, TCAT	Ongoing	Local	L	Can build on G4.2.

	G4.3	other emission sources and sinks	Expand sources and sectors in future emissions inventories to inform future regulatory policy to reduce GHG emissions. Connected to actions T1.5 and W6.1, and sequestration actions.	New program	Thurston County, Lacey, Olympia, Tumwater, TCAT	Short term (0-5 years)	Local	L	Can build on G4.2.
	G4.4	vulnerable populations	Develop a data and monitoring mechanism that is specific to marginalized groups and their needs related to climate change and climate reality (e.g., access to transportation, access to A/C, proximity to cooling centers) and develop a plan to address these vulnerabilities with solutions that help reduce GHG emissions.	New program	State, Thurston County, Thurston County Health, Lacey, Olympia, Tumwater, TCAT	Mid term (5-10 years)	Local, Grant	M	Study + plan - done well will also require stakeholder/public engagement with hard-to-reach communities.
I	Coordination: Support ongoing regional coordination of climate action, through the continuation of the current steering committee or other governance body								
J	Coordination: Keep the community informed about and engaged in climate mitigation activities								
	G1.7	social research and behavior change campaigns	Work with higher education institutions to research effective behavior change through marketing and educate. Use this information in developing campaigns to reduce high emissions GHGs.	Support of third party partner	State	Short term (0-5 years)	Other, Grant	L	
K	Coordination: Seek and support funding for climate mitigation priorities.								
Individual Jurisdictions: Address climate mitigation priorities through departments and work programs of individual jurisdictions									
A	Municipal operations: Reduce emissions from government operations								
	B2.3	LED lighting	Install LED lighting in public-sector buildings and infrastructure (e.g., street lights, traffic signals).	Existing program	PSE, state offices, school districts, LOTT, County, Port	Ongoing	Existing Funds, Other	L	LEDs are increasingly inexpensive. Limited to only public sector buildings.
	B5.3	municipal building solar	Install solar photovoltaics on all available and feasible municipal sites, including building rooftops, city hall, schools, police and fire stations, community centers, municipal water pump sites, and transit depots.	Capital improvement		Mid term (5-10 years)	Local, Grant	M	PVs are increasingly inexpensive, but the cost would fall entirely on the jurisdictions.
	T2.17	teleworking/flex work	Increase opportunities for employee teleworking options and staggering work days to reduce employees driving during peak traffic times.	Existing program	State, School Districts, Port	Ongoing	Local, Grant	L	Time for working with large employers, partnering with co-working companies, etc.
	T3.2	free EV parking	Allow free parking for all electric vehicles at local government buildings and in city centers to encourage the adoption of all electric vehicles. Increase cost of parking for Non-EV vehicles.	Existing program	State	Mid term (5-10 years)	Local	L	Straightforward action - Jurisdictions have direct control.
	T3.10	convert to EV fleets	Set policies and timetable for electrification of municipal and other governmental fleets. Require replacement of public fleets with cleaner, energy-efficient vehicles to reduce long term fuel costs, improve air quality and reduce greenhouse gas emissions.	Existing program	Internal Fleet Users	Ongoing	Other	M	Marginal cost of electric alternatives could require additional resources in the near-term as technologies develop.

	W1.1	municipal energy efficiency	Conduct efficiency improvements to municipal water and sewage treatment systems. Prioritize components that consume the most energy and have high GHG emissions.	Existing program	Third Party Consultant	Short term (0-5 years)	Local	M	Depends on what upgrades are needed.
	W2.2	water audits	Conduct water audits of city and county facilities to determine prioritization of capital improvements.	Existing program	Third Party Consultant	Short term (0-5 years)	Local	L	Audits are straightforward. Does not include costs of implementing audit recommendations.
B	Code and regulatory changes.								
	B2.6	cool roofs	Create an incentive program for the installation of reflective roofs on commercial buildings to reduce building energy consumption and the urban heat island effect.	New program	landlords, property managers, renters	Short term (0-5 years)	State, Grants	M	Policy will be low-cost, but developing programs and structures and conducting ongoing monitoring and evaluation will add costs.
	B5.5	solSmart	Pursue SolSmart designations and adopt solar friendly practices.	Regulatory/code change	Olympia Community Solar	Short term (0-5 years)	Local	M	Depending on where jurisdictions are starting, could require introduction of new policies and programs.
	B5.8	solar-ready	Amend local development code to require solar-ready construction for all building types.	Regulatory/code change	Development Community/WABO	Mid term (5-10 years)	Local	L	Straightforward policy adjustment.
	B5.10	group purchasing	Develop/support a city-sponsored group solar purchasing program.	New program	SPARK NW, Olympia Community Solar	Long term (10+ years)	Local	L	Already being developed and implemented by PSE (e.g., Green Direct) - could work with them to expand.
	T1.1	coordinated long term planning- future infill	Coordinate long-term plans with transit agencies to project where increased density would support more transit corridors. Then change zoning/density that would support new transit corridors and variety of household incomes. Promote long-term equity and healthy communities by developing incentives such as density bonuses for development where a percentage of the units will be permanently affordable for household incomes.	Regulatory/code change	TRPC, Intercity Transit, Development Community	Short term (0-5 years)	Local	M	Partnerships with transit agencies would require staff time. Incentive development and implementation will also require initial and ongoing resources.
	T1.2	middle-density housing	Reevaluate and change zoning as needed to allow for a range of housing types to promote social economic integration of housing near the region's urban centers or moderate-density zones.	Regulatory/code change	Development Community, development community, housing stakeholders, Homeowner associations (CCRs)	Short term (0-5 years)	Local, Grant	M	Evaluation will take time and zoning adjustments will likely require some level of public and stakeholder engagement.

	T1.3	Eco districts	Identify potential Eco districts to advance innovative district-scale urban development, sustainability, and neighborhood equity. Then make necessary code/zoning changes to support their development and set ambitious performance outcomes to ensure their long-term success.	Regulatory/code change	Development Community	Mid term (5-10 years)	Local	M	
	T1.4	20-minute neighborhoods	Increase the number of 20-minute neighborhoods (walkable environment, destinations that support a range of basic living needs and a residential density). Identify key infrastructure components needed to grow the number of 20-minute neighborhoods, then change zoning and codes if needed and coordinate with other jurisdictions to make public investments where necessary.	Regulatory/code change	Development Community, Homeowner associations (CCRs)	Mid term (5-10 years)	Local, Federal	H	This is a large-scale action that requires both zoning/code adjustments and infrastructure investments.
	T1.9	ADUs	Amend development codes to allow for attached and detached ADU's in urban residential areas.	Regulatory/code change	Development Community, Homeowner associations (CCRs)	Short term (0-5 years)	Local	L	Straightforward policy adjustment, but will require some level of public engagement. May take some time for a study on this, but otherwise straightforward. May cost more if extensive public engagement is needed.
	T3.7	EV integration	Reevaluate regulations and make necessary changes to ensure charging stations are able to be permitted in locations where they are needed.	Regulatory/code change	State	Short term (0-5 years)	Local	L	
	T5.11	car-free zones	Reevaluate long term plans and update to prioritize pedestrians and people riding bikes. Set goals for mode shift and plans on how to achieve those goals like developing car-free corridors in commercial and mixed use areas to encourage mode shift.	New program	Development Community, local businesses	Mid term (5-10 years)	Local, Existing funds, Grant	M	Broader planning effort would require extensive public/stakeholder engagement and coordination.
	A6.5	municipal canopy	Maximize tree canopy on City-owned or City-controlled land, where appropriate in balance with other City goals.	Existing program	Citizen groups	Mid term (5-10 years)	Local	L	Straightforward - cost will depend on extent of existing tree canopy.
	A6.9	tree canopy preservation	Develop a tree canopy ordinance that establishes a baseline for current urban canopy and sets goals for future canopy to increase cities' resilience. Combine direct cooling value (urban heat island mitigation) with carbon sequestration value when evaluating urban tree management.	Regulatory/code change	Citizen groups/Development Community	Short term (0-5 years)	Local	L	Can build on A5.1.
C	Staff development								
	B4.9	permit counter technical assistance	Hire or contract with dedicated green building specialists to provide technical assistance through the permitting and development process.	New program	Development Community	Mid term (5-10 years)	Local	L	Cost will depend on whether jurisdiction subsidizes cost of technical assistance. Assume jurisdiction serves as liaison but not funder.
Supporting Partner: Support climate mitigation actions led by other organizations.									
A	Intercity Transit								

A	Thurston Transit Authority	T4.1	increase transit	Increase local public transit routes/frequency with a focus on expanding transit service before and after traditional business hours and on weekends.	Support of third party partner	TRPC, Development Community, Intercity Transit	Mid term (5-10 years)	Other	H	This is a large-scale action that can scale up depending on needs. Unclear to what extent transit agencies vs. jurisdictions would assume cost.	
		T4.4	fareless system/youth ride free	Maintain a fareless system for public transit.	Support of third party partner	None	Short term (0-5 years)	Other	H	Will result in reduced transit revenues. Will require substantial subsidies. Unclear to what extent jurisdiction vs. transit agency would incur cost.	
		T5.4	school drop-off alternative modes	Maintain and expand a walking/biking incentive program with safety education for families.	Support of third party partner	Intercity Transit, School Districts	Ongoing	Local	L	Likely able to build on existing programs.	
B	Thurston Conservation District										
A	Thurston Conservation District	A1.2	nutrient management	Provide education and incentives (e.g., grants, loans, technical assistance) reduce nitrous oxide emissions when managing fertilizer.	Existing program	Farm bureau, Conservation District	Ongoing	Other	L	Could partner with extension offices for this.	
		A2.1	regenerative agriculture	Expand regenerative agricultural practices (ex. low-till, no-till education programs) among farmers that aim for a "whole farm" approach. Provide education on how to increase organic matter content and water retention in soils within urban and agricultural settings.	Existing program	TESC POP program, St Martins University, Thurston Conservation District	Mid term (5-10 years)	Other	L	Could partner with extension offices for this.	
C	LOTT Clean Water Alliance										
W	Thurston Economic Development Council	W3.1	nitrous oxide capture	Research and implement nitrous oxide mitigation strategies and strategies to avoid or reduce nitrous oxide emissions. Present findings and cost vs benefits analysis to policy makers to determine what changes should be made.	New program		Short term (0-5 years)	Other	L		
		B6.1	natural gas to electric conversions	Educate business owners and residents on the options for electric appliances and the benefit of pairing electrification with the installation of renewable energy. Create incentives to support fuel switching.	New program	Property Owners and Managers	Mid term (5-10 years)	Grant	L	Depends on extent of education - low cost would include development of initial informational materials and collateral for events, City websites, etc.	
W	Thurston Economic Development Council	W4.4	waste audits	Provide waste audits for business owners and education on practices that decrease waste (e.g., compost, recycling, reuse).	Existing program	Thurston County, Lacey, Olympia, Tumwater, LeMay	Short term (0-5 years)	Local, Grants	M	Cost will depend on scale of participation.	
		W6.6	supply chain	Provide free technical assistance to local businesses in reducing the carbon intensity of their supply chains.	Support of third party partner	Ecology TREE program, Chamber of Commerce, EDC	Mid term (5-10 years)	Other	M	Will likely required contractors for expertise. Cost will depend on extent of participation.	
E	Puget Sound Energy										

Thurston Climate Mitigation Plan
Implementation Strategy

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	B3.1	energy education	Provide educational resources and technical assistance to industry professionals, building owners and managers on all aspects of energy efficient building design, retrofits, and operations for new and existing buildings.	Support of third party partner	WABO and building organizations	Mid term (5-10 years)	State	M	Development of educational materials will be upfront costs. Technical assistance will be ongoing and will require staff/consultant time. Depends on extent of education - low cost would include development of initial informational materials and collateral for events, City websites, etc.
	B6.1	natural gas to electric conversions	Educate business owners and residents on the options for electric appliances and the benefit of pairing electrification with the installation of renewable energy. Create incentives to support fuel switching.	New program	Property Owners and Managers	Mid term (5-10 years)	Grant	L	
F	Other								
	B3.4	exemplary buildings	Create a Zero-Energy Building Challenge by partnering with public, private, non-profit and faith-based organizations. Facilitate rapid deployment and public awareness of high-profile demonstration buildings that use innovative energy efficiency and/or technology.	Support of third party partner	public and private organizations	Mid term (5-10 years)	State	L	Partnering with organizations should help lower jurisdiction costs. One-time cost for the challenge.
	T3.11	EV education	Partner with environmental and other agencies to increase consumer awareness about EV options and incentives for use and purchase.	Support of third party partner	State	Short term (0-5 years)	Grant	L	Partnership presents opportunity for cost sharing. Straightforward awareness building program.
	T3.14	EV mass purchase discounts	Create a group purchase program for residents to get deep discounts on EVs, other fuel efficient and alternative fuel vehicles.	New program	State	Mid term (5-10 years)	Grant	L	May take time and resources to identify partners and develop program. Once established, cost will be minimal to maintain.
	T3.15	EV purchase discounts	Partner with car sale and lease dealerships to provide incentives for purchase of electric vehicles by Thurston County residents. Pilot with those neighborhoods, individuals with greatest VMT potential.	New program	State	Mid term (5-10 years)	State	L	May take time and resources to identify partners and develop program. Once established, cost will be minimal to maintain.

